

## What Is A Resource?

Resources, for the purposes of the Roadmap, refer only to human resources as opposed to material resources. There are three categories of resources in the Roadmap: Active Contributors, Oversight and Review Groups, and Support Staff/Experts. These resources actively participate in a project; serve in an oversight, review or advisory capacity; or provide guidance and serve as a reference point on key Roadmap topics.

Active Contributors are individuals or a group of individuals that add value to a project by contributing in some way to the day-to-day activities of the project or in the production of one or more project deliverables. For more information regarding Active Contributors and the specific roles defined in this category of resources, see [Active Contributors](#).

Oversight and Review Groups may be an individual, a group of individuals or an organization that performs an oversight, review, or advisory function for an identified Roadmap activity or established review checkpoint. For more information regarding the individuals, groups, and organizations included in this category of resources, see [Oversight and Review Groups](#).

Support Staff/Experts are individuals at CMS who are identified as having expertise with regard to a specific Roadmap topic(s) or who serve as the primary point of contact in providing support and guidance regarding a specific Roadmap topic(s). For more information regarding the individuals included in this category of resources, see [Support Staff/Experts](#).

## Active Contributors

An Active Contributor, as defined for the Roadmap, is an individual, a group of individuals, or an organization that adds value to a project during its life cycle by contributing in some way to the day-to-day activities of the project or in the production of one or more project deliverables.

The following is an alphabetized list of the Active Contributor roles that have been identified and referenced throughout the Roadmap to date, presented as links to summary descriptions available for each identified Active Contributor role. The specific responsibilities associated with a particular role can be found throughout the Roadmap as they are defined in relation to specific policies, processes, procedures, reviews and deliverables. Additional Active Contributor roles are recognized as existing in CMS that are not currently reflected in this list. As additional content is incorporated into the Roadmap over time, this list will be expanded to incorporate such roles as appropriate.

At any time during the life of a project, a given individual may serve in more than one of the identified Active Contributor roles listed below. For example, the same individual may serve as a Business Owner/Partner, the Project Sponsor, the Project Leader, and the System Owner/Manager for a given project, while another individual may serve as the Project Owner/Manager and the Government Task Leader (GTL) for the same project. Some of the common occurrences of such instances are explicitly noted in the summary descriptions provided for the identified roles.

[Business Case Analysis \(BCA\) Support Team](#)  
[Business Owner\(s\)/Partner\(s\)](#)  
[Component Information Systems Security Officer \(ISSO\)](#)  
[Contracting Officer \(CO\)](#)  
[Government Task Leader \(GTL\)](#)  
[Integrated Project Team \(IPT\)](#)  
[Lead Component](#)  
[Privacy Officer](#)  
[Project Coordinator](#)  
[Project Leader](#)  
[Project Officer](#)  
[Project Owner/Manager](#)  
[Project Sponsor](#)  
[Sponsoring Component](#)  
[System Developer](#)  
[System Maintainer](#)  
[System Owner/Manager](#)  
[Web Support Team \(WST\)](#)

**Business Case Analysis (BCA) Support Team:**

The BCA Support Team is an inter-component team of CMS business and/or technical subject matter experts established to assist the Project Owner/Manager in the development of the Business Case Analysis (BCA). The Project Owner/Manager coordinates the activities of the BCA Support Team. The Project Owner/ Manager may opt to establish a BCA Support Team on their own volition, or may request assistance from the Project Review and Coordination Panel (PRCP) in doing so.

**Business Owner(s)/Partner(s):**

The Business Owner(s)/Partner(s) are the entity or entities responsible for defining, promoting, endorsing and upholding the business needs and user requirements for the system, and for performing user acceptance testing of the final product(s) based on those business needs and user requirements. The Business Owner(s)/Partner(s) may represent the interests of external partners such as Medicare Contractors, Fiscal Intermediaries or other Federal agencies, and/or the interests of internal CMS Centers, Offices or Consortia. The Business Owner(s)/Partner(s) define and validate system functionality, access rights, business rules, and the privacy classification, timeliness, completeness, and accuracy of data.

**Component Information Systems Security Officer (ISSO):**

The Component Information Systems Security Officer (ISSO) is a designated individual from a given CMS Central Office component or Regional Office that has the responsibility to assist the CMS Senior ISSO in ensuring that the CMS component adheres to national systems security policies and procedures. In addition, the Component ISSO is responsible for ensuring that their CMS component complies with CMS Information Systems Security policy, processes, procedures, standards and guidelines, and acts on behalf of the component senior management in the assurance of systems security-related issues. The Component ISSO acts as the primary point of contact in the CMS component for information security issues, as well as a component focal point for the dissemination of systems security awareness information.

**Contracting Officer (CO):**

The Contracting Officer (CO) is a person appointed as the Government's authorized agent in dealing with the contractor. This person has authority to enter into, administer, and/or terminate contracts and make related determinations and findings. The CO signs a contract on behalf of CMS and bears the legal responsibility for the contract. The CO alone can take action to enter into, terminate, or change a contractual commitment on behalf of CMS, but generally relies on the Project Officer for advice and support in doing so.

**Government Task Leader (GTL):**

The Government Task Leader (GTL) is a CMS technical representative responsible for monitoring the contractor's technical progress in accordance with the Statement of Work (SOW), including the surveillance and assessment of the contractor's work performance, the timeliness of deliverables, and compliance with all substantive project objectives. The GTL interfaces with the contractor concerning technical matters such as choosing from among alternate methods that are within the scope of the SOW or will not affect cost, period of performance, or other terms and conditions of the contract. The GTL assists the Project Officer in ensuring that contract requirements are met and services are delivered. The GTL advises and supports the Project Officer in the issuance of official technical direction, if permitted by the contract, to direct the contractor's efforts within the scope of the contract. If necessary, the GTL assists and supports the Project Officer in requesting official modifications to the contract via the Contracting Officer (CO).

### **Integrated Project Team (IPT):**

The Integrated Project Team (IPT) is a group of business and technical representatives from within CMS that have been identified as having an interest in or responsibility for the successful implementation of an IT investment project. An IPT may be established as a result of the PRCP Review for Ongoing Project Implementation Support. The IPT will, at a minimum, consist of the Project Coordinator, the Project Owner/Manager, and the Government Task Leader (GTL), if one exists. The IPT will also include other program, operational and technical experts selected to guide, advise, and mentor the Project Owner/Manager and/or the GTL in the preparation of deliverables set forth in the CMS Integrated IT Investment Management Roadmap that are within the member's knowledge area of expertise. An IPT member's participation can vary from one lifecycle phase to another depending upon the tasks and deliverables required during each phase. Contractor(s) are considered a resource to the IPT at the discretion of the Project Owner/Manager and/or the GTL. Each IPT member's contributions are essential for the success of the project and should conjointly meld with those of other IPT members. The IPT actively and continuously supports the project from the Acquisition Phase through the Implementation Phase of the System Development Life Cycle. The objectives of the IPT are as follows:

- Promote successful project implementation by applying results-oriented policy, technical, architectural and project management expertise.
- Enhance communication between all responsible entities: Project Owner/Manager and GTL; Office of Information Services (OIS) groups and divisions; IT investment review boards; and collaborative business areas.
- Reinforce the ability of the Project Owner/Manager and/or the GTL to make beneficial project decisions by acting as a review and advisory body.
- Achieve the requirements set forth by the Government Performance and Results Act (GPRA), the Paperwork Reduction Act, the Clinger-Cohen Act, and the Government Information Security Reform Act (GISRA) by adhering to the CMS IT Investment Management Process.

### **Lead Component:**

The Lead Component is the CMS Center or Office that is responsible for implementing or managing the project. Often this is the same as the Sponsoring Component, but may not be in all cases. For example, the Center for Medicare Management (CMM) may sponsor a project that is being implemented by the Office of Information Services (OIS). The CMS individual who has the ultimate responsibility for the project on behalf of the Lead Component is referred to as the Project Lead.

### **Privacy Officer:**

The Privacy Officer is the principal authority on maintenance and release of Privacy Act protected data from the Privacy Act System of Record (SOR). The Privacy Officer has the responsibility to interpret Privacy Act requirements and rules. The Privacy Officer also coordinates with all Project Owners/Managers and/or System Owners/Managers to ensure that they understand the Privacy Act requirements and their related responsibilities. The Privacy Officer reviews requests and concurs with the need to establish a new Privacy Act SOR or to modify an existing Privacy Act SOR. The Privacy Officer assists Project Owners/Managers and/or System Owners/Managers in preparing Privacy Act SORs in accordance with established procedures. The Privacy Officer is responsible for ensuring that SORs comply with the Privacy Act.

**Project Coordinator:**

The Project Coordinator is a representative from the Office of Information Services (OIS) / CIO Planning, Management, and Support Group (PMSG) / Division of Investment Support (DIS) that is assigned to an Integrated Project Team (IPT) established for a project. The Project Coordinator is responsible for coordinating with the business and technical representatives from within CMS that have been identified as having an interest or responsibility to the project. The Project Coordinator is also responsible for providing facilitation, guidance, and oversight to the project regarding general project management principles and the CMS Integrated IT Investment Management Roadmap. This includes providing consultative services to the Project Owner/Manager in the development of a detailed project plan and other project deliverables prescribed in the Roadmap. The Project Coordinator monitors and tracks the progress of the project against the established schedule, and reports project status to the Office of Information Services (OIS) management team as appropriate. The Project Coordinator is also responsible for scheduling, facilitating, and documenting IPT or Web Support Team (WST) meetings for the project.

**Project Leader:**

The Project Leader is the CMS individual who has the ultimate responsibility for the project on behalf of the Lead Component. In those cases where the Lead Component is also the Sponsoring Component, then the Project Leader is generally the same individual who is identified as the Project Sponsor. This individual is generally at the Director or Deputy Director level.

**Project Officer:**

The Project Officer is a program representative responsible for coordinating with acquisition officials on projects for which contract support is contemplated. The Project Officer advises and supports the Contracting Officer (CO) to help ensure that competitive sources are solicited, evaluated, and selected, and that the price the Government pays for the services it acquires is reasonable. While the contract is in force, the Project Officer monitors and evaluates the contractor's performance to ensure compliance with all contract clauses and applicable laws, and must report any deviations to the CO. The Project Officer acts as a liaison between the Government Task Leader (GTL), if one exists, and the Contracting Officer (CO), offering advice and support as appropriate. If no GTL is identified, then the Project Officer also serves as the GTL. The Project Officer assists in the development of a Statement of Work (SOW), Independent Government Cost Estimate (IGCE) and HHS-393 Form. The Project Officer is responsible for maintaining the ongoing integrity of the contract work plan and monitoring the progress of scheduled milestones. The Project Officer assists the GTL in ensuring that contract requirements are met and services are delivered. The Project Officer issues official technical direction, if permitted by the contract, to direct the contractor's efforts within the scope of the contract, or if necessary, requests modifications to the contract via the CO. The Project Officer also reviews contractor invoices for reasonableness and prepares contract closeouts.

**Project Owner/Manager:**

The Project Owner/Manager is the individual at CMS who has the day-to-day responsibility for the success and management of the IT project. This individual may be at any level in the CMS organizational structure. The Project Owner/Manager is the primary point of contact for the project with relation to the IT Investment Management Process. The Project Owner/Manager communicates regularly with management on the needs and progress of the project and is responsible for obtaining and managing project resources. In those cases where contract support is utilized, the Project Owner/Manager may also serve as the Government Task Leader (GTL) and/or the Project Officer, or otherwise provide support to the assigned GTL and Project Officer for the contract.

**Project Sponsor:**

The Project Sponsor is the CMS individual who has the ultimate responsibility for the project on behalf of the Sponsoring Component. In those cases where the Sponsoring Component is also the Lead Component, then the Project Sponsor is generally the same individual who is identified as the Project Leader. This individual is generally at the Director or Deputy Director level.

**Sponsoring Component:**

The Sponsoring Component is the CMS Center or Office that is the primary advocate or has the principal need for the project and that requests funding for the project. Often this is the same as the Lead Component, but may not be in all cases. For example, the Center for Medicare Management (CMM) may sponsor a project that is being implemented by the Office of Information Services (OIS). The CMS individual who has the ultimate responsibility for the project on behalf of the Sponsoring Component is referred to as the Project Sponsor.

**System Developer:**

The System Developer is an individual or a group of individuals from within CMS, another Federal agency and/or a contractor who have the responsibility for the development, testing, and implementation of a system based upon its documented requirements and certified Information Technology Architecture (ITA). A System Developer may or may not also serve as the System Maintainer for a given project.

**System Maintainer:**

The System Maintainer is an individual or a group of individuals from within CMS, another Federal agency and/or a contractor who have the responsibility for continued maintenance (e.g., bug fixing, minor modifications/enhancements, performance tuning, and/or customer service) of an implemented system. A System Maintainer may or may not also serve as the System Developer for a given project.

**System Owner/Manager:**

The System Owner/Manager is the individual at CMS who serves as the primary point of contact for the system being developed or maintained. The System Owner/Manager has true ownership and fiduciary responsibility for the system, especially from both a Privacy Act and System Security standpoint, and is therefore generally at the Director or Deputy Director level. For many projects, the Sponsoring Component and the Lead Component are the same, and as a result, the Project Leader also serves as the System Owner/Manager. However, in those cases where the Sponsoring Component is not the same as the Lead Component, then the System Owner/Manager would likely be the Project Sponsor and not the Project Leader.

**Web Support Team (WST):**

The Web Support Team (WST) is a CMS group comprised of different areas of computer support, which may have interest in an application being developed for implementation within the CMS Web Environment. The WST supports CMS web projects that are referred to the WST as a result of the PRCP Review for Ongoing Project Implementation Support. The WST reviews the project to determine any conflicts in supporting the web application with CMS's current resources. If there are issues, the WST forum will assist in providing direction.

## Oversight and Review Groups

An Oversight or Review Group, as defined for the Roadmap, is an individual, a group of individuals or an organization that performs an oversight function for an identified Roadmap activity or established review checkpoint.

The following is an alphabetized list of the Oversight and Review Groups that have been identified and referenced throughout the Roadmap to date, presented as links to summary descriptions available for each identified Oversight and Review Group. Additional Oversight and Review Groups may exist in CMS that are not currently reflected in this list. As additional content is incorporated into the Roadmap over time, this list will be expanded to incorporate other Oversight and Review Groups as appropriate.

[Beneficiary Confidentiality Board \(BCB\)](#)  
[Chief Information Officer \(CIO\)](#)  
[CIO's Technical Advisory Board \(CTAB\)](#)  
[Data Integrity Board \(DIB\)](#)  
[Evaluation Panel](#)  
[Financial Management Investment Board \(FMIB\)](#)  
[IV&V Contractor](#)  
[Office of Financial Management \(OFM\)](#)  
[Office of Management & Budget \(OMB\)](#)  
[OICS/AGG](#)  
[OIS/EDG](#)  
[OIS/EDG/DDLD](#)  
[OIS/PMSG](#)  
[OIS/PMSG/DASP](#)  
[OIS/PMSG/DIAB](#)  
[OIS/PMSG/DIS](#)  
[OIS/PMSG/DITA](#)  
[OIS/SSG](#)  
[OIS/TMG](#)  
[Project Review and Coordination Panel \(PRCP\)](#)  
[Senior Information Systems Security Officer \(ISSO\)](#)  
[Senior Systems Security Advisor](#)

**Beneficiary Confidentiality Board (BCB):**

The Beneficiary Confidentiality Board (BCB) reviews strategic issues relating to the protection of individually identifiable information from the perspectives of the beneficiary and CMS. The work of the BCB focuses on balancing personal privacy interests with a qualifying public interest. For information regarding the BCB, visit: <http://hcfanet.hcfa.gov/hpages/cbs/pjht/bcb.htm>

**Chief Information Officer (CIO):**

The Chief Information Officer (CIO) for CMS is responsible for creating and managing CMS's enterprise-wide information infrastructure, supporting its business units on technology issues, and providing recommendations to the CMS executive team on technology policies, sources, investments, and resource allocation.

**CIO's Technical Advisory Board (CTAB):**

The Chief Information Officer's Technical Advisory Board (CTAB) is responsible for reviewing technical impact analyses performed by the Office of Information Services (OIS) regarding requests to add, change, or delete a product or standard in the CMS Information Technology Architecture (ITA). The CTAB weighs the overall technical impact of the request against the CMS business need(s), and makes a recommendation to the CIO to approve or not approve the request. The CTAB is also responsible for establishing the criteria for certifying that proposed IT projects comply with the IT Architecture. The CTAB reviews Business Case Analyses (BCAs) to ensure that the proposed high-level technical approaches are compatible with CMS's architecture, technology, and strategic direction. The CTAB also reviews technical designs at established stages in the system development life cycle to ensure that the designs conform to architectural standards and are technically supportable. The CTAB recommends to the CIO any changes that are deemed necessary to evolve CMS's IT Architecture in response to business needs, technology innovations, or industry trends.

**Data Integrity Board (DIB):**

The Data Integrity Board (DIB) oversees and coordinates CMS's implementation of "matching programs". A "matching program" means any computerized comparison of two or more Systems of Records, or a System of Records with non-Federal records, for the purpose of (1) establishing or verifying eligibility or compliance with law or regulations of applicants or recipients/beneficiaries, or (2) recouping payments or overpayments. The definition also encompasses matches involving Federal personnel or payroll records.

**Evaluation Panel:**

The Evaluation Panel is a group of CMS individuals brought together for the purpose of measuring a contractor's proposal against the requirements of the acquisition and rating the proposal accordingly.

**Financial Management Investment Board (FMIB):**

The Financial Management Investment Board (FMIB) is responsible for reviewing, evaluating, approving, and making final investment decisions about current and future CMS funding responsibilities. In addition, the FMIB functions as the CMS Information Technology Investment Review Board (ITIRB), which specifically makes funding decisions relating to the agency's Information Technology (IT) investments.



**IV&V Contractor:**

The Independent Verification and Validation (IV&V) Contractor is an independent body outside of CMS that reviews and assesses CMS projects, verifies that they comply with applicable CMS/Industry procedures and standards, and provides CMS management with the results of these reviews and audits. The IV&V process provides assurance that the products and processes in the project conform to their specified requirements and adhere to their established plans.

**Office of Financial Management (OFM):**

The Office of Financial Management (OFM) has the overall responsibility for the fiscal integrity of CMS programs. OFM is structured into four groups: Program Integrity Group, Financial Services Group, Accounting and Risk Management Group, and Budget and Analysis Group. For more information regarding the functions performed by each of the OFM groups, visit:

<http://hcfanet.hcfa.gov/hpages/ofm/>

**Office of Management & Budget (OMB):**

The Office of Management and Budget (OMB) assists the President of the United States in the development and execution of Federal policies and programs. OMB is responsible for the development and resolution of all Federal budget, policy, legislative, regulatory, procurement, and management issues. OMB is composed of divisions organized either by agency and program area or by functional responsibilities. However, the work of OMB often requires a broad exposure to issues and programs outside of the direct area of assigned responsibility.

**OICS/AGG:**

The Acquisition and Grants Group (AGG) of the Office of Internal Customer Support (OICS) serves as the principal advisor and technical authority for CMS IT Contract Management policy, processes, procedures, templates, and guidance. For more information, visit the OICS/AGG home page at:

<http://hcfanet.hcfa.gov/hpages/oics/agg/aggmain.htm>

**OIS/EDG:**

The Enterprise Databases Group (EDG) of the Office of Information Services (OIS) serves as the principal advisor and technical authority for Data Administration, Database Administration, CMS data release and Privacy Act policies, processes, procedures, templates and guidance. OIS/EDG is also responsible for providing access pathways to CMS data, processing Freedom of Information Act (FOIA) requests, and processing/distributing CMS Public Use Files (PUFs). For more information regarding OIS/EDG, visit: <http://hcfanet.hcfa.gov/hpages/ois/edg/default.htm>

**OIS/EDG/DDLD:**

The Division of Data Liaison and Distribution (DDLD) of the Enterprise Databases Group (EDG) of the Office of Information Services (OIS) serves as the principal advisor and technical authority for CMS data release and Privacy Act policy, processes, procedures, templates, and guidance.

## **OIS/PMSG:**

The CIO Planning, Management, and Support Group (PMSG) of the Office of Information Services (OIS) serves as the principal contact and intake for all new and proposed Information Technology (IT) projects. OIS/PMSG also provides direct support to the Financial Management Investment Board (FMIB) and is responsible for coordinating and integrating the overall investment management process for all Project Owners/Managers. OIS/PMSG is responsible for those functions of the Chief Information Officer (CIO) that are specifically identified within the Clinger-Cohen Act (i.e., strategic IT planning, IT architecture, IT workforce planning, IT investment management, and systems quality assurance). OIS/PMSG is comprised of five divisions: Division of Architecture and Strategic Planning (DASP), Division of Investment Analysis and Budget (DIAB), Division of Investment Support (DIS), Division of Investment Tracking and Assessment (DITA) and Division of Managed Care Systems (DMCS).

## **OIS/PMSG/DASP:**

The Division of Architecture and Strategic Planning (DASP) of the CIO Planning, Management, and Support Group (PMSG) of the Office of Information Services (OIS) is responsible for strategic IT planning (including Five-Year Information Resources Management [IRM] Plan, IT Migration Plan, and IT Workforce/Training Plans); enterprise architecture; CIO policy/process promulgation (including “Roadmap”); and IT education services (including information conferences, on-line research services).

## **OIS/PMSG/DIAB:**

The Division of Investment Analysis and Budget (DIAB) of the CIO Planning, Management, and Support Group (PMSG) of the Office of Information Services (OIS) is responsible for CMS IT budget development and support; Business Case Analysis (BCA) support (including support for cost-estimation methods, cost-benefit analysis, and requirements engineering); Inter/Intra-agency Agreements; and DHHS enterprise license agreements.

## **OIS/PMSG/DIS:**

The Division of Investment Support (DIS) of the CIO Planning, Management, and Support Group (PMSG) of the Office of Information Services (OIS) is responsible for providing support for IT project planning, scheduling, and management (including project planning software support); support for Integrated Project Teams (IPTs); and support for requirements management, quality assurance, and configuration management.

## **OIS/PMSG/DITA:**

The Division of Investment Tracking and Assessment (DITA) of the CIO Planning, Management, and Support Group (PMSG) of the Office of Information Services (OIS) is responsible for IT investment control: project performance (cost, schedule, scope metrics), Independent Verification & Validation (IV&V), earned value management support; post-implementation assessment/metrics: outcome metrics; and policy and process assessments and lessons learned.

## **OIS/SSG:**

The Security and Standards Group (SSG) of the Office of Information Services (OIS) serves as the principal advisor and technical authority for IT Systems Security policy, processes, procedures, templates, and guidance. For more information regarding OIS/SSG, visit:  
<http://hcfanet.hcfa.gov/hpages/ois/SSG/DEFAULT.HTM>

**OIS/TMG:**

The Technology Management Group (TMG) of the Office of Information Services (OIS) serves as the principal advisor and technical authority for Infrastructure Management policy, processes, procedures, templates, and guidance. OIS/TMG directs the planning, budgeting, procurement, implementation, operation, evaluation, maintenance, control, and security assurance of CMS's information infrastructure (i.e., all Information Technology (IT) facilities, data communications networks, distributed systems equipment, office automation tools, enterprise and Local Area Network (LAN) functions, and distributed computing functions and services). OIS/TMG manages CMS's infrastructure resources and directs the operation of the CMS Data Center.

**Project Review and Coordination Panel (PRCP):**

The Project Review and Coordination Panel (PRCP), also often referred to as "The Panel", provides ongoing project implementation support to approved CMS Information Technology (IT) investment projects. The PRCP serves as the focal point for CMS's varied IT disciplines to work and bring together all relevant technical information to effectively assess and guide project implementation. For more information regarding the organization and operation of the PRCP, see: [PRCP Charter \(PDF\)](#).

**Senior Information Systems Security Officer (ISSO):**

The Senior Information Systems Security Officer (ISSO) ensures that a [System Security Plan \(SSP\)](#) is developed, reviewed, implemented, and revised for all CMS IT systems. The Senior ISSO for CMS is William Pollak, who is located in the Office of Information Services, Security and Standards Group ([OIS/SSG](#)).

**Senior Systems Security Advisor:**

The Senior Systems Security Advisor serves as principal advisor and technical authority to the CMS [Chief Information Officer \(CIO\)](#) and outside organizations on matters related to systems security. The Senior Systems Security Advisor for CMS is Victoria Quigley.

## Support Staff / Experts

Support Staff / Experts are individuals at CMS who are identified as having expertise with regard to a specific Roadmap topic(s) or who serve as the primary point of contact in providing support and guidance regarding a specific Roadmap topic(s).

The following individuals provided knowledge and/or expertise in the development of the Roadmap and may be contacted for guidance regarding the following Roadmap topics:

Area of Expertise	Point of Contact	Phone	E-mail Address
CMS Integrated IT Investment Management Roadmap Web Site	Julie Shadoan	6-1567	JShadoan
IT Investment Management Policy	Gem Nenninger	6-6708	GNenninger
Software Quality Assurance (SQA) Policy	Ann Pollock Bruce Tarantino	6-6405 6-5140	APollock BTarantino
Business Case Analysis (BCA) Process, Business Case Analysis (BCA) Acquisition Process	Tasha Richburg	6-5003	TRichburg
IT Fact Sheet, HHS-393 Form, Business Case Analysis (BCA) Statement of Work (SOW), Review of BCA SOW/393, Business Case Analysis (BCA), Review of Business Case Analysis (BCA), FMIB Review to Approve Seed Money for BCA, FMIB Briefing & Review to Approve Funding to Proceed, FMIB Funding Approval for the Development & Testing Phases, FMIB Funding Approval for the Implementation Phase, FMIB Funding Approval for the Operations & Maintenance Phase, Exhibit 300, Initial Department/OMB Clearance, Annual Department/OMB Clearance	Corey Stevenson	6-8098	CStevenson
System Development Life Cycle (SDLC) Statement of Work (SOW), Review of SDLC SOW/393	Antoinette (Toni) Miller	6-1011	AMiller1
PRCP Review for Ongoing Project Implementation Support	Antoinette (Toni) Miller	6-1011	AMiller1
Inter/Intra-agency Agreement (IA), Review of Inter/Intra-agency Agreement (IA)	Geoff Weir	6-3002	GWeir
Data Use Agreement (DUA), System of Records (SOR), Computer Match Agreement (CMA), Review of Data Use Agreement (DUA), Review of System of Records (SOR), Review of Computer Match Agreement (CMA)	Ned Burford	6-3673	NBurford
ITA Conformance Certification Checklist, ITA Technical Reference Model (TRM), IT Standards Profile Database	Susan McConnell	6-0587	SMcconnell
CIO Initial IT Architecture Review & Certification, CIO Final IT Architecture Review & Certification	Gem Nenninger	6-6708	GNenninger
Implementation Readiness Review (IRR) Data Sheet, Implementation Readiness Review (IRR),	Tom Ohlendorf	6-0220	TOhlendorf
System Security Plan (SSP), System Security Plan (SSP) Certification Form, System Security Plan (SSP) Accreditation Form, System Security Plan (SSP) Certification, System Security Plan (SSP) Re-Certification, System Security Plan (SSP) Accreditation, System Security Plan (SSP) Re-Accreditation	Maria McMahon Bill Pollak	6-3023 6-3019	MMcmahon WPollak